

1 July 1987

Operations

MANAGEMENT OF SPACE DETACHMENTS AND CONTRACTOR OPERATED STATIONS

This regulation provides guidance for management of field units under command and control of the Director of Operations.

1. General:

a. The management and support of Detachments 045 and 046 and contracted equipment locations (ELs 079 and 244), is accomplished through a "squadron within headquarters" concept. This management philosophy dictates that all appropriate Headquarters' offices of primary responsibility (HQ OPR) be responsible for functional needs of these locations. DOX is the project office for contractor operated locations. EL 206 is functionally managed by the Technical Operations Division (TOD)/CC. However, for all correspondence to EL 206 (other than routine maintenance and supply messages) an info copy will be provided to DOX.

b. Areas of responsibility include the following HQ agencies:

- (1) ACB - Financial Management.
- (2) DAA - Administration/Records Management.
- (3) DAP - Publications/Forms Management.
- (4) DOX - Contract Project Officer/Detachment Management Office/FAST Scheduling/Disaster Preparedness.
- (5) DOI - Terrorism Briefings.
- (6) DOF - Space Operations (Technical OPR for Dets 045 and 046).
- (7) DOS - Field Operations.
- (8) DPM - Military Personnel Actions.
- (9) DPX - Training/Career Advisor.
- (10) IGF - Safety.
- (11) IGO - Fraud, Waste, and Abuse Monitor.
- (12) IGS - Information Security/Industrial Security/Resource Protection.
- (13) LGD - Civil Engineering.
- (14) LGMM - Contract Location Technical Order Distribution Office (TODO)/Maintenance Management.
- (15) LGX - Support Agreements.
- (16) LGS - Supply/Transportation.
- (17) SCR - Communications-Computer Systems.

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(18) XRI - Area Clearances.

(19) XRM - Manpower.

## 2. Policies:

a. To take full advantage of available resources, the appropriate HQ agencies will actively participate in functional support of all military and contractor locations. HQ OPRs will monitor their areas of responsibility and initiate actions to provide necessary support. DOX will act as the focal point within the headquarters for those matters which go beyond the scope or authority of any single functional area.

b. Contractor Operated Locations. Employment of contractors by the Air Force imposes strict limitations on the government's control of operations. Service contracts for station operations resulting from Project Authorizations (PAs) are non personal in nature as defined by Defense Acquisitions Regulation (DAR) 22-102. As such, the following rules apply:

(1) The contractor must work independently of government supervision and has complete latitude in judgment and independence in performing the required services within the limits of the contract.

(2) The government may not assign tasks or schedules not specifically provided for in the contract. Work imposed on the contractor as a result of changes in Operational and Technical Instruction/Technical Order (TI/TO) requirements are provided for in the contract and does not violate any policies governing contract administration.

(3) The HQ single point of contact for technical matters on these contracts is DOX. Contractual documentation will flow from DOX to HQ/LGC, to the Administrative Contracting Officer (ACO), and/or the Procuring Contracting Officer (PCO), as prescribed in CENR 70-6.

(4) Under no circumstances will any action be taken that could be construed as directive in nature or which might directly or indirectly lead to performance of tasks exceeding the scope of the contract. Contractor operated stations cannot be compared to those operated by USAF personnel. Because of the excessive costs that would be incurred, contractor station personnel are not required to perform many of the administrative and housekeeping tasks which are routinely completed at military locations.

(5) Any deficiencies in the data submitted by contractor operated stations will be identified to DOX and corrective action initiated by DOX through LGC.

c. Field Communications/Coordination. HQ staff offices and TOD are authorized direct communications with military locations in matters pertaining to functional areas of responsibility. Military field units can interface directly with the HQ OPR and the TOD on routine functional matters.

(1) For military locations, DOX will coordinate on and/or will be an informational addressee on all correspondence to and from locations. HQ staff agencies will pre-coordinate through DOX on matters which affect policy, are directive in nature, or are other than routine personnel actions. Field units will route award recommendations and OER/APRs through DOX.

(2) For contractor operated stations, DOX will be an informational addressee on all functional area correspondence. Correspondence which may affect contractual documents will be forwarded to DOX, and processed in accordance with CENR 70-6. All EL 244 message traffic will be routed through DOX.

(3) Correspondence to military operated field sites will reflect DO or DOX coordination has been made. Add "cc: DOX" on letters and designate DOX as an action or info addressee on messages. HQ OPRs will use the "ZEN" message address entry.

(4) Prior to dispatch, all unclassified correspondence sent to EL 079 or EL 244 will be sanitized to remove all references to AFTAC, TOD, and other subordinate units and their geographical locations.

3. Field Visits. All agencies will pre-coordinate visits to military and contractor operated stations with DOX at least 30 days in advance. HQ agencies will notify DOX prior to notifying the visited location. Visitors will obtain area clearance IAW CENR

30-1, Area/Embassy Clearance, and the Foreign Clearance Guide as appropriate. For contractor operated stations, include DOX and the locations to be visited as an informational or additional action addressee, as applicable. If required, DOX in coordination with HQ/XRI, will provide additional visit notification to the contractor stations or provide additional assistance as requested. All agencies will provide DOX a copy of (or extracts from) trip reports.

a. Field Assistance Staff Team (FAST) visits are normally scheduled on an as required basis. These are assistance type visits to be conducted IAW CENR 11-15, Field Assistance Staff Team (FAST) Program. The teams will be composed of technicians from those functional areas requiring staff assistance.

(1) DOX will appoint a team chief for DO funded FAST visits. Team chiefs will publish trip reports and monitor follow-up actions. Attachment 1 provides a checklist of required actions prior to departure, after arrival, and upon return for the FAST team chief and/or HQ/OPR. A draft copy of the trip report or an appropriate debriefing will be provided to the unit visited.

(2) Safety and security will be addressed by IGF and IGS during their staff assistance visits. In the event IGF and/or IGS does not conduct an annual visit, the FAST chief will designate a member of the team to address these areas. IGF and IGS will be coordinated with prior to the team's departure.

(3) Prior to departure of the FAST, the team chief will brief DOX on the visit itinerary, special interest items and/or anticipated problem areas.

(4) Within five working days after the completion of a FAST visit, the team chief will debrief DOX and functional agency chiefs on the results of the visit. A consolidated trip report will be completed by the fifth work day after completion of the TDY and addressed to DOX, DO INTURN with copies to the directorates involved in the visit and/or having action items.

(5) Special emphasis should be given to IG special interest items.

b. Contract liaison visits will be scheduled on as required basis. Personnel involved in contract liaison visits must be familiar with the applicable contract statement of work.

(1) The relationship between the Mobile Depot Assistance Team (MDAT), Mobile Training Team (MTT), contract liaison visit personnel, and contractor station personnel will not assume the position of an employer/employee relationship. Team members will not direct any assistance from contractor station personnel. Contractor station personnel cannot be expected to remain on site at other than their normal duty hours. Any overtime incurred while assisting team members could result in additional expense to the government.

(2) DOX will provide specific areas for review or discussion to visitors prior to departure to contractor stations.

(3) When certifying or monitoring contract performance, it must be remembered that performance is accomplishment of a task, not a measure of proficiency. However, lack of proficiency must continue to be identified and documented for appropriate action.

(4) At the completion of each visit, the contract monitor will submit a contract liaison visit report within five working days. This will be a narrative report to DOX covering significant observations, discrepancies discovered, corrective actions taken, and/or appropriate recommendations. Particular attention must be given to insure the contract visit report covers only those items specifically covered in the statement of work. All comments of a general nature not specifically covered by the statement of work, recommendations, etc., should be forwarded to DOX under separate correspondence.

(5) Most discrepancies observed during contract monitor visits will be "corrected on the spot". In these cases, the discrepancy should be listed and immediately followed by appropriate corrective action. However, on occasion, it will be necessary to forward visit reports listing the discrepancy and a "recommended OPR".

(6) A draft copy of the contract visit report or an appropriate debriefing will be provided to the EL for their information and/or comments.

(7) These reports are exempt from assignment of report control symbols IAW AFR 178-7, Management and Control of Information Requirements. Overall reporting control and guidance will be provided by DOX.

#### 4. Duties and Responsibilities:

##### a. DOX will:

(1) Maintain and distribute applicable self-inspection checklists (AF Form 2415, Quality Control Checksheet or AF Form 2519, All Purpose Checklist) to Dets 045 and 046. A copy of each checklist will also be provided to HQ/IGI.

(2) Provide publications support to the contract locations.

(3) Maintain and distribute applicable Detachment Operating Instructions (DOIs) to the appropriate HQ OPR.

(4) Maintain a central file of FAST and contract monitor visit reports.

(5) Distribute or coordinate applicable HQ OPR and field location information. Forward EL 244 message traffic to the applicable HQ OPR for action or transmission.

(6) Manage and schedule all FAST and contract monitor visits. Affected HQ functional OPRs will be notified at least 30 days prior to planned visits.

(7) Maintain a master schedule of staff, FAST, and other programmed visits to Dets 045 and 046 and contract locations.

(8) Budget for all contract liaison visits and FAST visits to Dets 045 and 046 by HQ OPRs.

(9) As the contract Project Officer, DOX will:

(a) Manage the contract by analyzing and reporting deficiencies in the performance of the contract services to the ACO and/or PCO, as appropriate. Monitor and report on compliance actions taken at the contractor operated locations of items which the contractor has been directed to take action on by the ACO/PCO.

(b) Visit responsible procurement activities as necessary to discuss items of mutual interest with regard to contractor operations and contract negotiation. Perform contract monitor visits as required.

(c) Provide briefing formats as appropriate to contract location station managers to be used when briefing visitors.

(d) Monitor contract funds.

(e) Provide a monthly Certification of Services (COS) report to the applicable ACO as required by contracts.

(f) Establish initial contractor operator station TI/TO requirements with Tech Ops Div/LGV and the HQ Technical Order Distribution Office (TODO), as appropriate.

##### b. DOF (for Det 045 and Det 046) will:

(1) Exercise Operational Evaluation authority IAW CENR 55-12.

(2) Budget for their Operational Evaluation Visits.

##### c. Each HQ OPR will:

(1) Review applicable DOIs provided by DOX and provide feedback to field locations on coordination or suggested changes.

(2) Provide field use functional area self-inspection checklists to DOX. Review and update, if required, these checklists by 15 June each year.

(3) Coordinate with DOX on their FAST or contractor liaison visit requirements and provide personnel support as necessary.

(4) Provide DOX with copies of FAST and contract liaison visit reports.

## d. The Tech Ops Div will:

(1) Maintain the capability to perform technique equipment repairs which are beyond the scope of the contract or exceed the capabilities of contractor personnel. This will include on-site MDAAT support when required.

(2) Provide assistance and guidance as necessary to establish and maintain Technical Instruction (TI) accounts. A separate TI account will be established at each military and contractor operated location.

(3) Coordinate any EL 206 correspondence which is directive in nature with DOX.

(4) Provide DOX with trip report for each visit to EL 206.

e. The HQ TODO (HQ/LGMM) will act as TODO for the appropriate contractor operated locations. HQ TODO, will requisition and distribute technical orders only. Contractor station personnel will requisition technical instructions (TIs) directly from Tech Ops Div/LGV. Contractor station personnel are required, by contract, to maintain a TO and TI file in accordance with TOs 00-5-1 and 00-5-2.

## f. In addition to functional requirements, detachments will:

(1) Det 045 and 046/CC will provide a unit mission briefing during Command and Management FAST visits.

(2) Coordinate appropriate communications with HQ/DO/DOX and functional OPRs, as applicable.

(3) Provide a monthly summary letter (Atch 2) to HQ/DO covering significant events, problems, or any comments of a general nature deemed appropriate. Letters will be mailed within five working days after each month. This letter will be maintained in accordance with AFR 12-50, Vol II, Table 10-1, Rule 2.

(4) Provide two copies of DOIs to HQ/DOX as applicable.

(5) Develop a self-inspection program to include checklists for each functional area and additional duty. The program will be developed from checklists provided by HQ/DOX, MEI reports, TIG Briefs, regulations, and other material. Self-inspections will be run annually with results and corrective actions documented. Self-inspections required by other regulations in areas such as operations, safety, security, OJT, etc., may be incorporated.

OFFICIAL

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Director of Administration

## SUMMARY OF CHANGES

Added checklists to use in preparing for FAST visits (Atch 1). Added the requirement for Dets 045 and 046 to provide a unit mission briefing during Command and Management FAST visits. Added the format to be used for the monthly summary letter (Atch 2).

## FAST TEAM CHECKLIST

DOX

## 1. Prior To Departure:

- a. Has DOX appointed a team chief for DO funded FAST visits?
- b. When possible, the FAST team chief of HQ/OPR will notify affected locations of FAST visits at least 45 days prior to the planned visit.
- c. DOX will notify affected HQ functional OPRs at least 30 days prior to a planned FAST visit.
- d. Have all background data and known problems been obtained/reviewed (applicable self-inspection checklists, previous FAST and MEI reports, DOIs, and SIIs.)?
- e. Obtain transportation and billeting.
- f. Publish TDY orders.
- g. If annual security and/or safety SAV has not been conducted, has the team chief designated a team member to address these areas?

## 2. After Arrival:

- a. Provide the detachment with an in-briefing to include the following:
  - (1) Purpose of visit.
  - (2) Support requirements.
  - (3) Schedule.
- b. Conduct review of functional areas:
  - (1) Complete applicable checklists.
  - (2) Provide feedback to allow immediate corrective actions.
  - (3) Provide assistance, as required.
- c. If required, coordinate with Det/CC for team member(s) to stay longer.
- d. Is special interest given to IGS SIIs?
- e. The FAST team chief will leave a draft copy of the trip report and/or provide outbrief to Det/CC and key personnel to include:
  - (1) Areas showing unacceptable trends thoroughly reviewed and discussed with applicable unit personnel.
  - (2) Areas deserving favorable comments documented.
  - (3) Subjective comments of a sensitive nature/matter omitted from official reports and documented separately.

## 3. Upon Arrival:

- a. Finalize the trip report by the fifth work day after the completion of the TDY. Address the report to DO with copies to directorates involved in the visit and/or having action items.
- b. Monitor follow-up actions until complete.

CEHR 55-6 Attachment 2 1 July 1987

Monthly Summary Report Format: Use detachment letterhead.

CC

Monthly Summary Report - Month 19XX

HQ/DO

1. Mission Activities:
2. Det Accomplishments:
3. Concerns/Problem Areas:
4. Projects:
5. Personnel:
6. Miscellaneous:

Commander's/Superintendent's Signature Block